



Emotional Intelligence

Emotional Intelligence

The New Science of Relationships



Objectives

- Learn how emotions and thoughts influence behaviors
- Explore social awareness and relationship effectiveness
- Practice how to build rapport and demonstrate empathy
- Manage defensiveness and develop collaborative intention
- Understand discretionary emotional energy; increase engagement
- Develop strategies for increasing teamwork and collaboration
- Increase influence by evaluating personal influence networks

The Anatomy of an Emotion

Once upon a time, I was walking in the forest. . . and I came upon a Big, Bad, - - - - -



The Anatomy of an Emotion

An emotion is a signal
to take Action

That's why it is called an

E-MOTION

When Emotions Get the Best of Us

Think of a real-life example in which your emotions took control of your behaviors and caused you to do something that you later regretted. Turn to the person next to you and answer the following:

1. What was the situation?
2. What were you feeling?
3. What did you do?
4. What were the consequences?

The Anatomy of an Emotion

Will the Real Brain please stand up!



The Thinking Brain

(Neocortex)



The Mammalian Brain

(Limbic)



The Reptilian Brain

(Brain Stem)



So, what this really means is...

We are saber-toothed tigers
with smartphones.



Agile Thinking

Self-Awareness

understanding how my thoughts and emotions
impact my behaviors and outcomes

+

Self-Management

consciously adapting my thoughts in a way that
is appropriate to the situation and my goals

The E-Motion Chart

The Emotion	+/-	Signal to Hear	When the Emotion Controls Me
Anger/ Defensiveness			
Anxiety/Fear			
Guilt/Shame			
Depression/ Burnout			

“The rules of work are changing. We are being judged by a new yardstick: not just by how smart we are, or by our training and expertise, but also by how well we handle ourselves and each other.”

—Daniel Goleman
*Working With Emotional
Intelligence*

Emotional Intelligence Defined

Emotional intelligence is...

Using your emotions *intelligently*, to gain the performance you wish to see within yourself, and *to achieve interpersonal effectiveness with others.*

—Jeff Feldman and Karl Mulle
Put Emotional Intelligence to Work

EI and Leadership

The best leaders are “moodivational.”

The primary task of all effective leadership in organizations is to figure out ways to drive other people's emotions in a positive direction.


—Jeff Feldman and Karl Mulle
Put Emotional Intelligence to Work

Emotional Intelligence Defined

Emotional intelligence at work is the capacity for...

- **Self-Awareness**—recognizing your feelings and behaviors
- **Self-Management**—managing your feelings and behaviors, and staying motivated in spite of setbacks and obstacles
- **Social Awareness**—understanding what others feel
- **Relationship Management**—building rapport and collaborating with others

The Four-Domain Model

	Personal Competence	Social Competence
Recognition	Self-Awareness	Social Awareness
Regulation	Self-Management	Relationship Management

The 18 Competencies

Self-Awareness

- **Emotional Self-Awareness:** Reading one's own emotions and recognizing their impact
- **Accurate Self-Assessment:** Knowing one's strengths and limits
- **Self-Confidence:** A sound sense of one's self-worth and capabilities

The 18 Competencies

Self-Management

- **Emotional Self-Control:** Keeping disruptive emotions and impulses under control
- **Transparency:** Displaying honesty and integrity; trustworthiness
- **Adaptability:** Flexibility in adapting to changing situations or overcoming obstacles
- **Achievement or Self-Motivation:** Drive to improve performance to meet inner standards of excellence
- **Initiative:** Readiness to act and seize opportunities
- **Optimism:** Seeing the upside in events

The 18 Competencies

Social Awareness

- **Empathy:** Sensing others' emotions, understanding their perspectives, and taking active interest in their concerns
- **Organizational Awareness:** Reading the currents, decision networks, and politics at the organizational level
- **Service:** Recognizing and meeting follower, client, or customer needs

The 18 Competencies

Relationship Management

- **Inspirational Leadership:** Guiding and motivating with a compelling vision
- **Influence:** Wielding a range of tactics for persuasion
- **Developing Others:** Bolstering others' abilities through feedback and guidance
- **Change Catalyst:** Initiating, managing, and leading in a new direction
- **Conflict Management:** Resolving disagreements
- **Teamwork and Collaboration:** Cooperation and team building

The Competency of Empathy

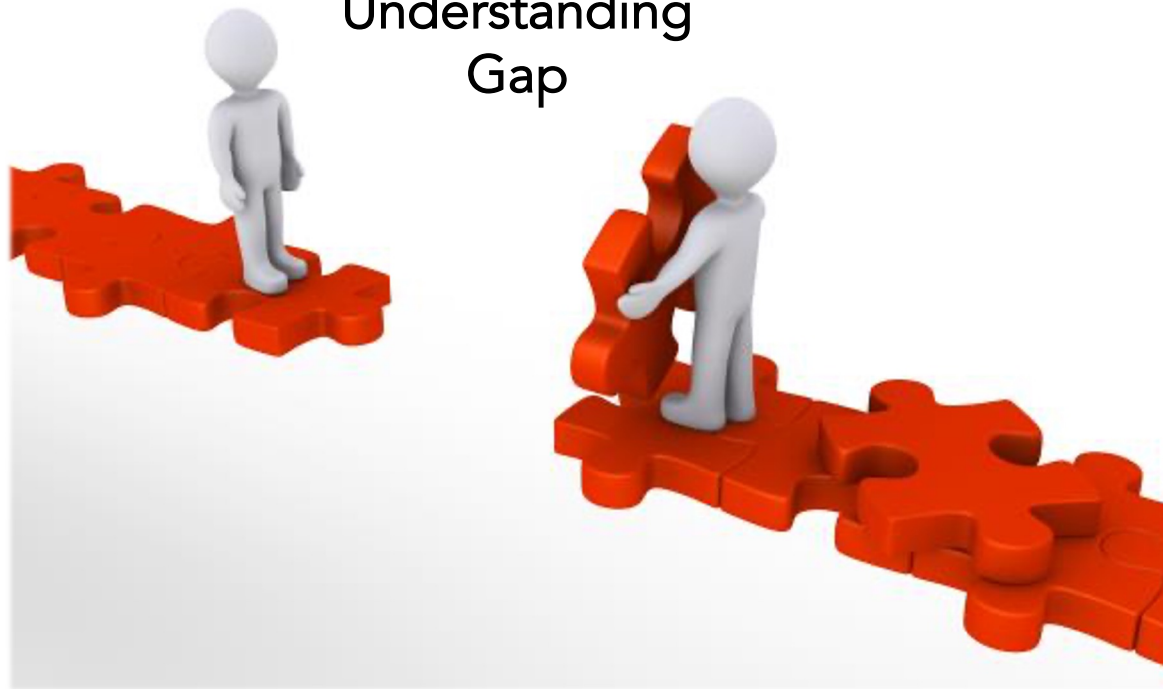
Your Understanding

Your view of the situation, your perspective, your intention, your needs and feelings, your behaviors

Their Understanding

Their view of the situation, their perspectives, their intentions, their needs and feelings, their behaviors

Understanding
Gap



On whose side of the gap do you start to build the bridge?

Effective Listening

Listening is...

Ensuring that what left your mind is
what arrived in my heart and mind
without distortion.

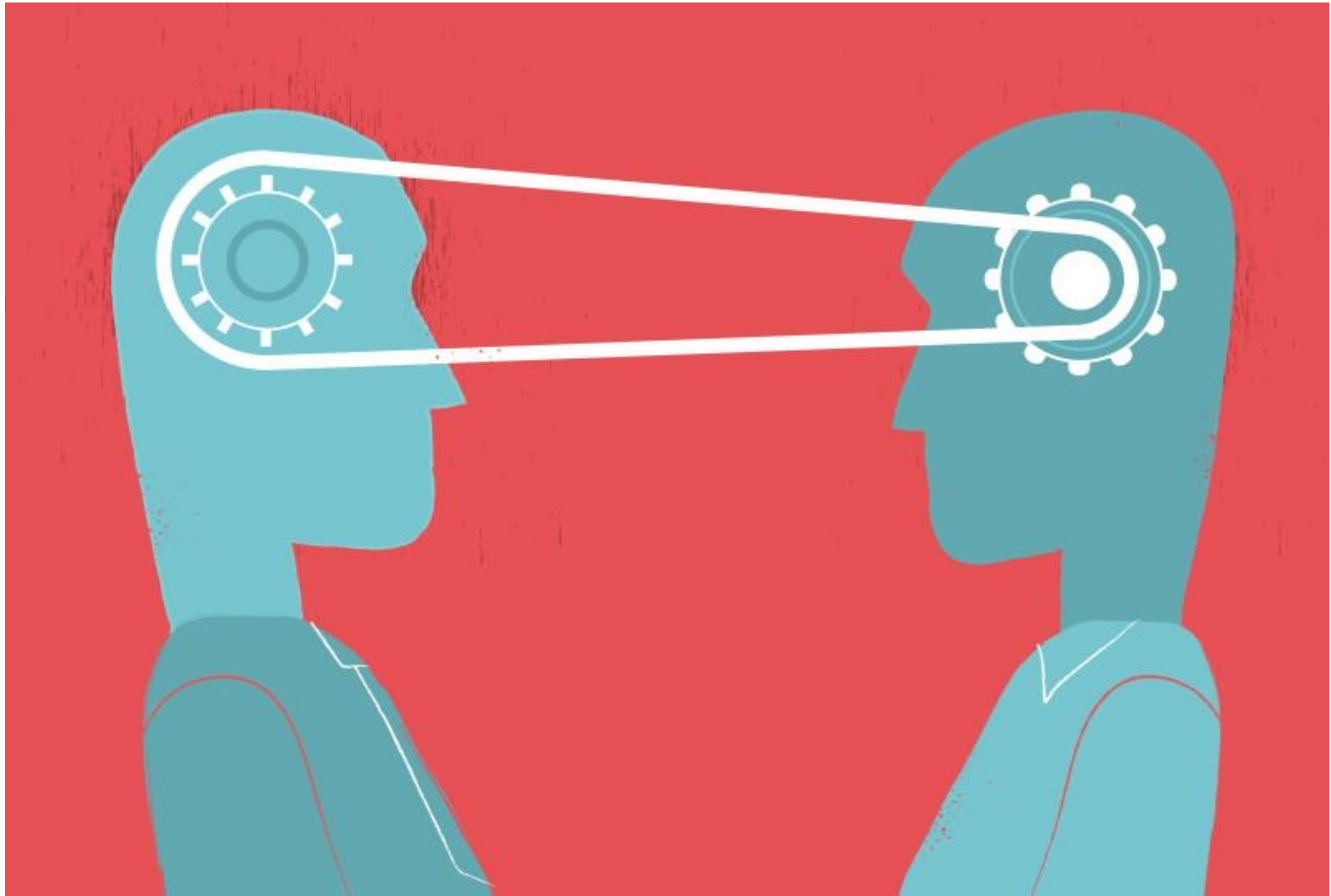
—John Powell [paraphrased]



Effective Listening

Body Language	Encouraging Words	Reflect Back
Eye contact Mirror & match: Body language Facial expressions Breathing	“And then...” “How did that make you feel?” “What happened when...” “Tell me more about...” “What else?”	Rephrase: Their key words Their phrases Their metaphors Verify feelings Summarize

Creating a Collaborative Environment



Collaborative Intention

- ☐ I seek to understand first, then to be understood
- ☐ I seek deeper levels of understanding
- ☐ I am not easily threatened psychologically
- ☐ I want to build mutual success
- ☐ I seek solutions rather than blame
- ☐ I am firm but not rigid about my interests
- ☐ I am interested in other points of view
- ☐ I welcome and listen to feedback
- ☐ I talk calmly and directly about difficult issues
- ☐ I try to make team members look good
- ☐ I communicate a caring attitude
- ☐ I seek excellence rather than victory
- ☐ I use influence rather than force
- ☐ I look for creative win-win solutions
- ☐ I balance harmony with diversity
- ☐ I have a high level of trust
- ☐ I am cooperative and inclusive
- ☐ I seek to respond non-defensively

Empathy and Feeling Blockers

Judging Responses

- ☐ Criticizing
- ☐ Name-calling
- ☐ Diagnosing
- ☐ Praising Evaluatively

Invalidating Responses

- ☐ Diverting
- ☐ Logical Argument
- ☐ Reassuring

Sending Solutions

- ☐ Ordering
- ☐ Threatening
- ☐ Moralizing
- ☐ Excessive or Inappropriate Questioning
- ☐ Advising

The Competencies of Inspiration and Influence

Discretionary Emotional Energy

$$Q \times A = E$$

Where:

Q = the quality of your ideas

A = the acceptance of your ideas

E = excellence

The Competencies of Inspiration and Influence

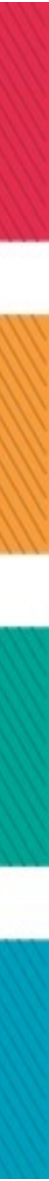
Discussion Activity

- What are some of the conditions that support and facilitate a person's willingness to give you discretionary emotional energy?
- What are conditions that destroy a person's willingness to give it?

EQuip Yourself for Success



Build the Relationship Before You Need It



EQuip Yourself for Success

Build the Relationship Before You Need It



Map Your Personal Influence Network

- Who do you go to get work done?
- Outside of work, who do you talk to about work on a regular basis?
- Who is an important source of career information, help, and advice?
- Who comes to you for information, help, and advice?
- Which business units do you interact with on a regular basis?
- What employee groups do you associate with on a regular basis?



Evaluate Your Network



1. Would network maps of other people you know look the same (low effectiveness) as your network or would they branch out and extend your network (high effectiveness)?
2. Do the people in your network have a wide variety of backgrounds and perspectives?
3. Does your network include “go-to people” (connectors)? Are you a “go-to person”?
4. Do you cultivate both strong and weak bonds?
5. Do you use your network to help you influence others? Gather information? Broaden your view?
6. Are you proactive and thoughtful about building your network?

Mastering the Art of Networking

- Engaging in interesting, memorable small talk is a daunting task for most people.
 - How do you know what to share and when to share it?
 - How do you know what topics to avoid?
 - How do you become an engaging converser?
- Most experts propose a simple three-level framework that you can use to master the art of conversation.

Level One: Discussing General Topics

- At the most basic level, stick to general topics: the weather, sports, non-controversial world events, movies, and books. This is typically what people refer to when they say, “small talk.”
- At this stage, you will focus on facts rather than feelings, ideas, and perspectives.
- If someone shares a fact that you feel is not true, try to refrain from pointing out the discrepancy.

Level Two: Sharing Ideas and Perspectives

- Once you have identified some common ground, it's time to move a bit beyond general facts and share different ideas and perspectives.
- Although this level of conversation is the one most often used, and is the most conducive to relationship building and opening communication channels, make sure that you don't limit yourself to one person in a large social gathering.

Level Three: Sharing Personal Experiences

- This is the most personal level of conversation. This is where everything is on the table and personal details are being shared.
- This level is typically not appropriate for a social, casual meeting. However, all of the skills that we have learned today are crucial at this stage in particular: when people are talking about matters of the heart, they require our complete attention, excellent listening skills, and skilled probing with appropriate questions.

My Favorite Conversation Phrase

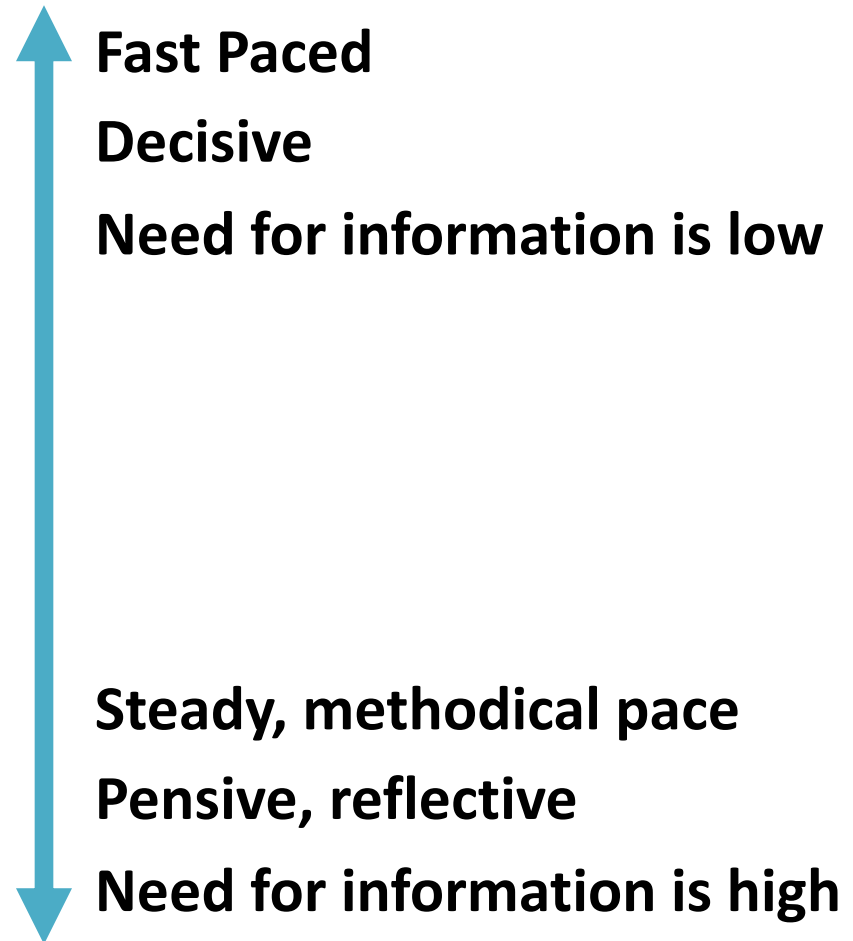
- *Tell me about....*
- This allows the person to open up and tell you what they are comfortable talking about

EQuip Yourself for Success

1 Build the Relationship Before You Need It

2 Practice Personality Talk

Personality 101: Understanding Temperament Types



Personality 101: Understanding Priority Types



People Priority

Relationally driven

Emotional revealers

People are primary

**Getting job done is
secondary to relationship**

Task Priority

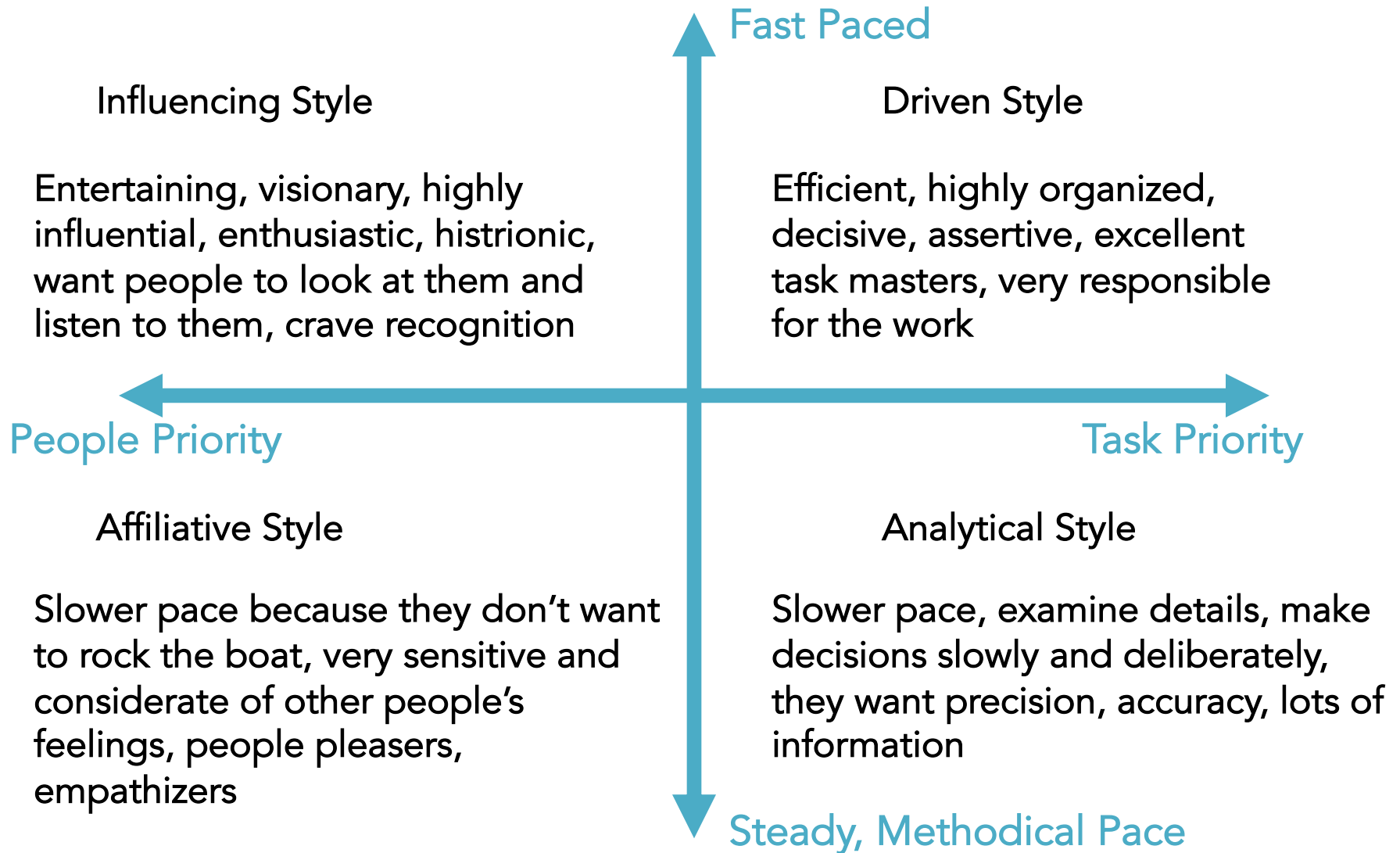
Self-contained

Emotional concealers

Getting job done is primary

Effect on people is secondary

Personality 101: All Together



Developing the Competency of Teamwork

For the style you are discussing, answer the following:

1. What do you appreciate about this style?
2. What are the primary concerns of this style? What do people with this style like or need?
3. What do others do that upset a person with this style? What behaviors do you do that could push this person's buttons?
4. How would you want to approach this person? What body language and tone of voice should you use? What might you say to someone with this style to be more effective? What kinds of questions would you ask? What are the communication dos and don'ts for this style?

Developing the Competency of Teamwork

Action Plan

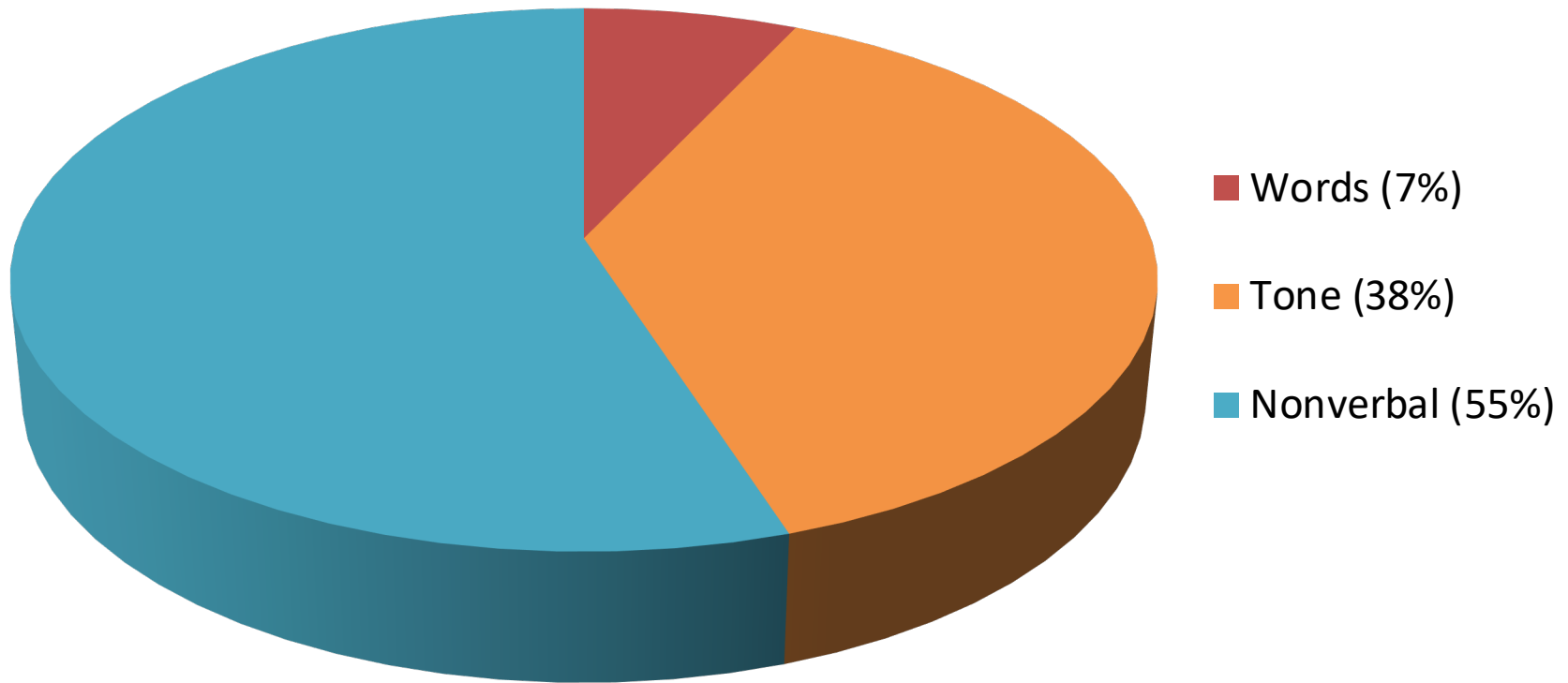


EQuip Yourself for Success

- 1 Build the Relationship Before You Need It
- 2 Practice Personality Talk
- 3 Understand the Two Messages and How to Build Rapport

The Two Messages

True or False? Communication is...



The Two Messages

The Two Messages You Send Every Time You Talk:



The Content Message

The Feeling Message

If you want to be successful with people, you need to send them positive feeling messages.

Building Rapport

Let's practice...

- *"Can I help you?"*
- *"Yes ... but..."*
- *"Yes ... and ..."*
- *"Why ... you ...?" vs. "What can I...?" or "How can I...?"*
- *Common Interests*
- *Mirroring*

Emotional Intelligence and Leadership

Emotional Contagion

The emotions you project will often get reflected back to you in the emotions of others. "Smile and the world smiles with you," as the song goes, but frown and the world frowns with you as well.



Wrap-Up



**Key
Learning
Points**